



# ***Experiences of Behavioral Health Care Providers with Public Insurance Programs***

**By the Committee on  
Strategies to Improve Access to Behavioral Health Care  
Services through Medicare and Medicaid**

***Webinar 2  
Briefing Book  
January 10, 2024***

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# **Experiences of Behavioral Health Care Providers with Public Insurance Programs**

**Webinar 2: January 10, 2024**

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# Experiences of Behavioral Health Care Providers with Public Insurance Programs: Webinar 2

## PUBLIC WEBINAR AGENDA

[CLICK HERE TO VIEW  
THE WEBINAR](#)

WEDNESDAY, JANUARY 10, 2024

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|------------|---|
| 2:00 PM ET | <b>Welcome and Introduction to the Study</b><br><b>Daniel E. Polsky</b> , Committee Chair   |
| 2:05 PM ET | <b>Panel 1 Presentation</b><br><b>Warren Ng</b> , Columbia University<br><b>Karin Jeffers</b> , Clinical & Support Options Inc. (CSO).<br><b>Margaret Adam</b> , Iora/One Medical         |
| 2:35 PM ET | <b>Panel 1 Discussion</b><br><b>London Breedlove</b> , Committee Member and Moderator   |
| 3:00 PM ET | <b>Panel 2 Presentation</b><br><b>Rakhee Patel</b> , Coastal Horizons Center<br><b>Tyler Vermillion</b> , Ideal Option<br><b>Heather Jefferies</b> , Oregon Council for Behavioral Health |
| 3:30 PM ET | <b>Panel 2 Discussion</b><br><b>Rachel Talley</b> , Committee Member and Moderator  |
| 3:55 PM ET | <b>Closing Remarks</b><br><b>Adjourn</b>  |

***Experiences of Behavioral Health Care Providers with Public Insurance Programs: Webinar 2***

**Speaker Roster**

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**Margaret Adam**

Medical Director  
Iora/One Medical

**Karin Jeffers, MS, LMHC**

President and CEO  
Western MA-based Clinical & Support Options Inc.

**Heather Jefferies, MA, L-ATR**

Executive Director  
Oregon Council for Behavioral Health

**Warren Ng, MD, MPH**

Medical Director Outpatient Behavioral Health NYPH-CUMC  
Professor of Psychiatry at Columbia University Medical Center

**Rakhee Patel, LPA, LCAS, CCS**

Regional Adult Services Clinical Director  
Coastal Horizons Center

**Tyler Vermillion**

Peer Counselor  
Ideal Option

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**Speaker Biographies**

**Margaret Adam**

Margaret Adam graduated from the University of Connecticut Medical School and the Temple University Internal Medicine Residency. She completed an Internal Medicine Fellowship and Master's of Public Health at George Washington University. She has been a practicing primary care provider for 20+ years across academic, community hospital, and safety net community health centers and has been working with integrated behavioral health in primary care for the last 15 years. She has remained active in teaching Internal Medicine and Family Practice residents during their clinical rotations at all of her locations. Margaret joined Iora Primary care in 2018 in Washington and has had the pleasure of working in all of the Washington clinics, but the Federal Way site is her clinical home. Margaret love traveling, doing anything outdoors, preferably in, on or around water.

**Karin Jeffers, MS, LMHC**

Karin Jeffers, MS, LMHC, is President & CEO of Western MA-based Clinical & Support Options Inc. (CSO). She has served in this role since 2005, and has over 25 years of direct clinical experience and leadership in behavioral health services and clinical programming, development and oversight. She has developed many new and creative programs and has expertise in developing start up programs and implementing new strategies for services, including serving a wide geographical area encompassing both rural and urban communities. CSO provides behavioral health services to over 19,000 adults, children and families in five counties in western and central Massachusetts, including Outpatient clinics, crisis services, community based programming for children, families and adults, and housing and homeless support services. Active in policy advocacy and development, Ms. Jeffers is currently a board member of the MA Association for Behavioral Healthcare, and an elected board member to the National Council for Mental Wellbeing.

**Heather Jefferis, MA L-ATR**

Heather Jefferis serves on the National Council for Mental Wellbeing Board and the State of Oregon Medicaid Advisory Board. Over the last 27 years of working in Substance Use Disorder and Mental Health services, Heather has been privileged to sit in a variety of seats. She has provided direct services as a master's level clinician, served

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as a program director, and as an Executive and Board Chair as well as developed, implemented, and operated equitable, accessible programming within government BH clinics, non-profit clinic settings, and criminal justice programs. In each of these seats, Jefferis has typically served individuals who are multisystem involved and frequently with co-occurring concerns. She has had the honor to support moving services over the years in Oregon to increasingly focus on a healthcare approach and creating continuous improvement for increasing equity both in delivery and operations across the sector. She intimately understands both the strengths and struggles of Oregon systems that support Oregonians on their path to whole person and family health. As the Executive Director of the Oregon Council for Behavioral Health, she has been charged by the OCBH Board to grow the association's capacity to represent, serve, and lift the voice of the diverse statewide integrated continuum of Behavioral Health Care. OCBH has over 70 agency members providing the full continuum of BH services from prevention through residential services and detox including urban, rural, frontier, culturally specific, responsive, and linguistically accessible.

### **Warren Y.K. Ng, MD, MPH**

Warren Y. K. Ng, M.D., M.P.H., Professor of Psychiatry, Columbia University; Medical Director for Outpatient Behavioral Health at New York-Presbyterian/Columbia University Irving Medical Center (CUIMC); and Director of Clinical Services, Division of Child & Adolescent Psychiatry at CUIMC; Behavioral Health Service Line Clinical Innovation Officer, New York-Presbyterian Hospital. Dr. Ng oversees the comprehensive spectrum of clinical programs in child, adolescent, and adult outpatient and community behavioral health at New York-Presbyterian's Division of Community and Population Health and oversees the psychiatric services at the Morgan Stanley Children's Hospital of New York. He is the Past-President of the American Academy of Child and Adolescent (AACAP).

### **Rakhee Patel, LPA, LCAS, CCS**

Rakhee has been employed at Coastal Horizons Center since 2010 and currently serves as the Regional Adult Services Clinical Director. She has worked with the uninsured and underinsured population for over 15 years and looks for opportunities to access funding for behavioral health treatment through grant projects. She is a Licensed Psychological Associate (LPA), Licensed Clinical Addictions Specialist (LCAS), and a Certified Clinical Supervisor (CCS). Her areas of expertise include substance use group treatment, Acceptance and Commitment therapy (ACT) with groups, clinical supervision, and

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working with the criminal justice population. Rakhee has 5 years of experience with working with the federal probation population, assisting them with resources and addressing their substance use and mental health issues. She has facilitated group therapy to focus on topics of relapse prevention, emotion regulation, and reintegration back into society after incarceration. Her current focus is providing supervision to clinicians on how to utilize ACT in group therapy and has started an annual ACT collaborative. Rakhee oversees adult programming for rural counties, peer support services, harm reduction programming, and services for a pregnant and post partum program.

### **Tyler Vermillion**

Tyler Vermillion is presently serving as the Community Outreach Coordinator at Ideal Option, a prominent national leader in addiction medicine. In this role, he adeptly manages community relations throughout Eastern Washington. Hailing originally from Montana, Tyler relocated to Spokane, WA in 2020 and has since dedicated his efforts to supporting various communities. His outreach spans diverse groups, including those in recovery from substance use, individuals dealing with mental health challenges, those affected by chronic illness, families impacted by the child welfare system, unhoused individuals, the LGBTQ+ community, BIPOC, and incarcerated individuals. Tyler's fervor for community involvement, coordinated collaboration, and uplifting those around him is evident in his work. His commitment extends to advocating for equitable healthcare access for all. Drawing from his own lived experience with mental health challenges, Tyler uniquely connects with individuals on a personal level, serving as a relatable peer. A graduate of Gonzaga University with a degree in Sociology and a minor in Public Relations, Tyler focused his education on social justice and racial equality. Currently pursuing a Master of Public Administration degree from Rutgers University, he eagerly anticipates leveraging his continuing education to enhance community service.

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through Medicare and Medicaid*

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**Committee Roster**

**Daniel Polsky (Committee Chair)**

Johns Hopkins University

**London Breedlove**

University of Washington

**Richard G. Frank**

The Brookings Institution

**Marie Ganim**

Brown University

Northeastern University School of Public Policy and Urban Affairs

**Cynthia Gillespie**

Arkansas Department of Human Services (former)

**Christina L. Goe**

Christina L. Goe, Attorney, PLLC

**Jennifer Kelly**

Atlanta Center for Behavioral Medicine

**Parinda Khatri**

Cherokee Health Systems

**Benjamin F. Miller**

Stanford School of Medicine

**Douglas P. Olson**

Connecticut Physician Health Program

Optimus Healthcare

**Sally Raphel**

International Society of Psychiatric Nurses

**Clarke E. Ross**

American Association on Health and Disability

**Joshua Jacob Seidman**

Fountain House



**Marylou Sudders**  
Smith, Costello & Crawford

**Rachel Talley**  
University of Pennsylvania, Perelman School of Medicine

**John Torous**  
Beth Israel Deaconess Medical Center  
Harvard Medical School

**Jane Zhu**  
Oregon Health & Science University

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**NASEM Staff**

**Udara Perera**

**Sharyl Nass**

**Marc Meisnere**

**Abigail Godwin**

**Eliza Souser**

**Joe Goodman**

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***Committee Members***

**Daniel Polsky, PhD (Chair)**

Daniel Polsky is the Bloomberg Distinguished Professor of Health Economics and Policy at Johns Hopkins University. He holds primary appointments in both the Department of Health Policy and Management, Johns Hopkins Bloomberg School of Public Health and the Carey Business School. He was the Robert D. Eilers Professor at the Wharton School and the Perelman School of Medicine, University of Pennsylvania where he was faculty from 1996-2019. As the current Director of the Hopkins Business of Health Initiative and former executive director of the Leonard Davis Institute for Health Economics, Dr. Polsky has extensive experience in leading interdisciplinary teams advancing research to inform US health policy to address challenges of access, affordability, value, and equity. He is a member of the National Academy of Medicine. He was the senior economist on health issues at the President's Council of Economic Advisers. He received a Master of Public Policy degree from the University of Michigan in 1989 and a PhD in economics from the University of Pennsylvania in 1996.

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**London Breedlove, PsyD**

Dr. L. Breedlove (they/them) is a licensed psychologist with over a decade of experience practicing, teaching, and program development with integrated behavioral health. Dr. Breedlove is the Director of Integrated Behavioral Health and Clinical Associate Professor in the Family Medicine Department (DFM) at University of Washington in Seattle, WA. They serve as the Co-Director of Education for the Osher Center of Integrative Health. They are a past Board of Trustees President for the Washington State Psychological Association (WSPA) (2019) and serve as the Washington's Council Representative to the American Psychological Association (APA) (2021- Present). Prior to joining the DFM, Dr. Breedlove was the Director of Clinical Training for doctoral internship and postdoctoral fellowship programs at Columbia Valley Community Health (CVCH), a Patient-Centered Medical Home and Federally Qualified Health Center (FQHC) in Wenatchee, WA for seven years. Dr. Breedlove currently co-chairs a task force for the Washington State Psychological Association to address psychology trainee reimbursement in Washington as an avenue to fund psychology training and address behavioral health workforce shortages in the state.

**Richard G. Frank, PhD**

Richard G. Frank, PhD, is the Margaret T. Morris Professor of Health Economics emeritus at Harvard Medical School. He is a Senior Fellow in Economic Studies and Director of the Schaeffer Initiative on Health Policy at the Brookings Institution. From 2009 to 2011, he served as the Deputy Assistant Secretary for Planning and Evaluation at DHHS directing the office of Disability, Aging and Long-Term Care Policy. From 2014 to 2016 he served as Assistant Secretary for Planning and Evaluation in the Department of Health and Human Services. His research is focused on the economics of mental health and substance abuse care, long term care financing policy, prescription drug markets, and disability policy. He was elected to the National Academy of Medicine in 1997. He is co-author with Sherry Glied of the book *Better but Not Well* (Johns Hopkins Press). Dr. Frank received his PhD in Economics from Boston University.

**Marie Ganim, PhD**

Dr. Marie Ganim is semi-retired, teaching health policy at Brown University and Northeastern University. She has over 35 years of experience leading health care reform initiatives at various levels and branches of government. The focus of her career and academic study has been on health care policy analysis, legislation, and implementation. For more than 20 years as a top advisor to the Rhode Island State Legislature, she participated in crafting most of the state's health-related laws and policies during that era. She later served (from 2017 to 2021) as the nation's only state Health Insurance Commissioner, a Governor's Cabinet role that is unique to the State of Rhode Island, combining both health regulation and policy authorities. She chaired the National Association of Insurance Commissioners' (NAIC) Working Group on Health Care Innovation from 2018-2021 and was a co-founder of the NAIC Behavioral Health Parity Working Group. During the crisis response to the COVID-19 pandemic, Ganim was actively engaged in eliminating state tele-health regulatory and payment constraints and facilitating increased private funding for Rhode Island's substance use and mental health clinicians and services to maintain access to care throughout 2020. Dr. Ganim serves as a volunteer advisory committee member for the Rhode Island Parity Initiative with the Mental Health Association of Rhode Island, in addition to serving as a volunteer board member for the PACE Organization of Rhode Island.

She holds a Master's Degree in Public Administration from Syracuse University and a PhD in Public Affairs from Northeastern University.

**Cynthia Gillespie, MA**

Cindy Gillespie retired from her position as Secretary of the Arkansas Department of Human Services in November of 2022. Prior to her appointment in 2016, Ms. Gillespie served as a Principal in the Washington D.C. office of Dentons' Public Policy and Regulation practice and a leader of the firm's Health Policy and Health Insurance Exchange Teams. Earlier in her career, she served as a senior advisor to then-Massachusetts Governor Mitt Romney where she oversaw the Romney administration's executive branch initiatives and helped develop the state's health reforms. She has served on boards overseeing state government employee health plans, a health insurance marketplace, and the NASEM Board on Health Care Services. For the past twenty years, Ms. Gillespie has focused on health policy and innovations in coverage and insurance models, particularly for lower-income and special populations. As Secretary in Arkansas, she oversaw a significant state-wide expansion of mental health services provided through Medicaid, with the goal of ensuring access to a robust continuum of services in both rural and urban settings. Ms. Gillespie is a graduate of Auburn University with an MA in organizational communication.

**Christina L. Goe, JD**

Christina Lechner Goe is an attorney with extensive experience in health insurance regulation and health care law. She is a member of the bar in California (1980 - present [inactive]) and Montana (1995 to the present). Ms. Goe worked as chief legal counsel and general counsel for the Montana Department of Securities and Insurance from 1999 - 2017. She was also active on several committees at the National Association of Insurance Commissioners (NAIC), including as chair of the ERISA Working Group and vice-chair of the Regulatory Framework Task Force. Beginning in 2010, she worked exclusively on implementing state and federal health insurance laws, including HIPAA, the Affordable Care Act, and the Mental Health Parity and Addiction Equity Act. In 2017, Ms. Goe established a solo law practice, focusing on state and federal health insurance law and other issues relating to health care delivery reform. She has consulted on or co-authored issue briefs and articles relating to mental health parity enforcement. Ms. Goe currently serves on the board of Mountain Health Co-Op.

She was the recipient of the Montana Governor's Award for Excellence in 2014 and 2016. She has a B.A. in history from Stanford University and a JD from Santa Clara University Law School.

**Jennifer Kelly, PhD**

Jennifer F. Kelly, PhD is the 2021 Past President of the American Psychological Association. She is Board Certified in Clinical Health Psychology and is the director of the Atlanta Center for Behavioral Medicine in Atlanta, Georgia. Her primary APA presidential initiative focused on psychology's role in achieving health equity. In 2019, she served as Co-Chair of the Advocacy Coordinating Committee of the American Psychological Association Services, Inc. She served on the Board of Directors as Recording Secretary for APA from 2013-2018. Prior to that, she served on the Board as a member-at-large. A past president of the Georgia Psychological Association, Dr. Kelly currently serves as the Federal Advocacy Coordinator of the Association.

Dr. Kelly has been recognized for her advocacy on behalf of psychology, including recognition by the APA Services, Inc. Practice Leadership Conference in 2019, for her leadership in advancing the profession of psychology through Federal Advocacy, Legislative Award of the Georgia Psychological Association in 2000, the 2011 State Leadership Award, Karl F. Heiser Advocacy Award, and the Federal Advocacy Award by the APA Practice Organization in 2004. She was the 2012 recipient of the APA Division of Health Psychology/American Psychological Foundation Timothy B. Jeffrey Award for Outstanding Contributions to Clinical Health Psychology. Dr. Kelly received her PhD in Clinical Psychology from Florida State University.

**Parinda Khatri, PhD**

Dr. Parinda Khatri is Chief Executive Officer at Cherokee Health Systems (CHS). Dr. Khatri is a licensed clinical psychologist with over 25 years of experience in clinical practice, training and education, research, and administrative leadership in behavioral health. Prior to her role as CEO, she was the Chief Clinical Officer at the organization, where she provided guidance on clinical quality, program development and management, workforce development, clinical research and operations for blended primary care and behavioral health services.

Dr. Khatri is on the Advisory Council for the National Integration Academy for the Agency for Healthcare Research and Quality (AHRQ), as well as the Clinical Advisory Committees for Amerigroup and BlueCare of Tennessee. She is also on the National FQHC Advisory Board for United Healthcare, Board of Directors for Advocates for Community Health (ACH), Board of Directors of the Tennessee Association of Mental Health Organizations, and the Board of Directors for Clinicians for the Underserved. Dr. Khatri was recognized with the Don Bloch Award in 2020 by the Collaborative Family Healthcare Association, the Cynthia Belar Award for Excellence for Education and Teaching by the Society of Health Psychology, and the Susan P. Smith Award of Excellence by the Tennessee Primary Care Association. Dr. Khatri received her PhD in Clinical Psychology at the University of North Carolina at Chapel Hill.

**Benjamin F. Miller, PsyD**

Dr. Benjamin F. Miller, PsyD, is the past president of Well Being Trust, a national foundation dedicated to advancing the mental, social, and spiritual health of the nation. Over the last two decades, Dr. Miller has worked tirelessly to prioritize mental health in our policies, programs, and investments. A clinical psychologist by training, Miller works at the intersection of policy and practice, ensuring that mental health and addiction is prioritized across America. His primary professional and research experience has been on the integration of mental health into both community and health care settings. He has published prolifically on the topic of mental health and primary care integration and is seen as subject matter expert for mental health.

Dr. Miller serves as the Advisory Chair to Inseparable, Inc., a nonprofit organization working in mental health and on the Board of Directors for Mental Health Colorado and the Policy Center for Maternal Mental Health. He is also a consultant focused on issues of mental health parity in Connecticut with Acumen. Dr. Miller is on the faculty at the Institute of Healthcare Improvement and is an adjunct professor at Stanford School of

Medicine. Dr. Miller has participated in several NASEM efforts, including as a member of the Forum on Mental Health and Substance Use Disorders and a co-chair for the NASEM workshop on Innovative Data Science Approaches to Assess Suicide Risk in Individuals, Populations & Communities: Current Practices, Opportunities, and Risks. Dr. Miller received his Doctorate in Clinical Psychology at Spalding University.

#### **Douglas Olson, MD**

Dr. Douglas (Doug) Olson is an internal medicine and addiction medicine physician. Dr. Olson most recently served as the Chief Medical Officer for the country's Medicaid Program at The Center for Medicaid and Medicaid Services (CMS) in Washington, DC. While at CMS, he worked primarily on mental health and substance use treatment initiatives. He is the medical director of HAVEN, Connecticut's Physician Health Program, remains clinically active working at a community health center, and is President of the Board of Directors of the Association of Clinicians for the Underserved. He was a National Health Service Corps scholar and is a fellow of the American College of Physicians, the American Society of Addiction Medicine, and is an American Academy of HIV Medicine Specialist. As an administrator and clinician, his career has been dedicated to improving the health of our country's workforce and that of underserved populations. Dr. Olson graduated from George Washington University School of Medicine and completed his residency and chief residency in internal medicine at Yale.

#### **Sally Raphel, MS, APRN-PMH, FAAN**

Sally Raphel has been a practicing nurse for 62 years and retired from teaching in 2016 from Johns Hopkins School of Nursing. She is presently the Associate Editor for Archives Journal of Psychiatric Nursing. Ms. Raphel started the Child Sexual Abuse clinic at the University of Maryland in the 1980's and served as Director of the American Nurses Association Policy, Practice and Economics Department for 11 years. Ms. Raphel ran the WHO Collaborating Center for Mental Health Nursing at the University of Maryland School of Nursing and worked with countries in South and Central America. She served as the President of the Baltimore Mental Health Leadership Institute and served on the Board of ISPN. She has numerous national and international publications, presentations, blogs and has held national elected and appointed positions on groups working to advance mental health for persons of all ages. Ms. Raphel graduated from Mercy Hospital Nurses School and her Masters in Psychiatric Nursing from the University of Maryland, is a fellow in the American Academy of Nurses, and was named a Living Legend in Psychiatric Nursing by the International Society of Psychiatric Nurses.

#### **Clarke E. Ross, DPA**

Dr. Ross is the public policy director for the American Association on Health and Disability (since December 2010). Since 2014 Clarke and AAHD have served as the Washington Representative of the Lakeshore Foundation. Clarke's 52 years of work history includes Chief Executive Officer of CHADD – Children and Adults with Attention-Deficit/Hyperactivity Disorder; Deputy Executive Director for Public Policy, NAMI – National Alliance on Mental Illness; Executive Director, American Managed Behavioral Healthcare Association (AMBHA); Assistant Executive Director for Federal Relations and then Deputy Executive Director, National Association of State Mental Health Program Directors (NASMHPD); and Director of Governmental Activities, United Cerebral Palsy (UCP).

Clarke served on the National Quality Forum (NQF) Measure Applications Partnership (MAP) Coordinating Committee (July 2021-March 2023) and between July 2012 and March 2023 served on several NQF committees. Clarke was a member, ONC (Office of the National Coordinator for Health Information Technology) Health IT Policy Committee, Consumer Workgroup, March 2013-November 2015; Consumer Task Force, November 2015-April 2016; and was a member, SAMHSA Wellness Campaign National Steering

Committee – January 2011-September 2014. Clarke received his doctorate in public administration (DPA) from George Washington University.

### **Joshua Seidman, PhD**

Dr. Joshua Seidman is Chief Research & Knowledge Officer at Fountain House, a national mental health not-for-profit organization fighting to improve health, increase opportunity, and end social and economic isolation for people living with serious mental illness. He is trained academically as a health services researcher and strongly believes in complementing that with human-centered design approach in advancing new models of care. Dr. Seidman previously launched and led Avalere's Center for Payment & Delivery Innovation. Dr. Seidman oversaw quality and performance improvement at Evolent Health. He served as Director of Meaningful Use for the U.S. Department of Health & Human Services where he was responsible for the Office of the National Coordinator for health IT's policy development around the meaningful use of electronic health records and e-quality measures. Previously, Dr. Seidman was the founding President of the Center for Information Therapy, which advanced the practice and science of using health IT to deliver tailored information to consumers to help them make better health decisions. Dr. Seidman also served as Director of Measure Development at NCQA. Dr. Seidman received his PhD and MHS from Johns Hopkins Bloomberg School of Public Health and his BA from Brown University.

### **Marylou Sudders, MSW**

Marylou Sudders is currently a senior policy advisor at Smith, Costello & Crawford, a premier public policy law firm and a trustee of a charitable fund that invests in children's mental health in Massachusetts. In 2023, she stepped down after serving the full eight-year term of Massachusetts' Governor Charlie Baker administration as Secretary of Health & Human Services. She oversaw 12 agencies including the MassHealth program, chaired the state's insurance marketplace and numerous commissions. During that time, she also led the state's response to COVID-19. As secretary, she invested heavily in improving access for behavioral health care, advocating for stronger consumer insurance protections, implementing telehealth, and developing strategies to address current work force challenges. An expert in behavioral health, she has worked to pass significant legislation on behavioral health care and insurance coverage, child welfare reform and gun safety. She has worked in both the public and private sectors, including serving as Commissioner of Mental Health in Massachusetts, associate professor and department chair at Boston College School of Social Work, a non-profit CEO, as well as a consultant with the US Department of Justice. Sudders received her MSW from Boston University and holds three honorary doctorates, plus is the recipient of numerous civic, social work and professional honors, including the Knee/Wittman Outstanding Achievement Award from the NASW Foundation.

### **Rachel Talley, MD**

Rachel Talley, M.D. is Assistant Professor of Clinical Psychiatry in the Department of Psychiatry at the University of Pennsylvania. She is Director of the Department's Fellowship in Community Psychiatry and Associate Program Director for the Department's adult psychiatry residency program. Dr. Talley serves on the Board of the American Association for Community Psychiatry and is a member of the National Council for Mental Wellbeing's Medical Director Institute. She works clinically in community-based settings providing care to publicly insured patients with severe mental illness. She has contributed to several nationally disseminated quality improvement frameworks to advance integration of physical and behavioral health services, including co-authorship and participation on expert panels. Dr. Talley is on the scientific advisory board for Vanna Health, and is a co-editor for a journal column in Psychiatric Services called Controversies in Psychiatric Services.

She has been recognized for her teaching and leadership in community mental health, including receipt of the University of Pennsylvania Department of Psychiatry's Albert Stunkard Faculty Recognition Award for the past three consecutive years (2021, 2022, 2023); and receipt of the 2021 Larry A. Real Award from the Montgomery County PA chapter of the National Alliance on Mental Illness (NAMI). Dr. Talley received her BA from Harvard University and her M.D. from Stanford University School of Medicine. She completed both her residency training in adult psychiatry and public psychiatry fellowship at Columbia University/New York State Psychiatric Institute.

### **John Torous, MD, MBI**

Dr. John Torous is the Director of the Digital Psychiatry Division, in the Department of Psychiatry at Beth Israel Deaconess Medical Center (BDIMC), a Harvard Medical School affiliated teaching hospital, where he also serves as a staff psychiatrist and assistant professor. At a system level, Dr. Torous is the medical director of behavioral health informatics for Beth Israel Lahey Health. Dr. Torous is active in investigating the potential of mobile mental health technologies for psychiatry and has published over 250 peer reviewed articles and 5 book chapters on the topic. He directs the Digital Psychiatry Clinic at BIDMC which seeks to improve access to and quality of mental health care through augmenting treatment with digital innovations. Dr. Torous serves as editor-in-chief for the journal JMIR Mental Health, web editor for JAMA Psychiatry, and is the immediate past chair of the American Psychiatric Association's Health IT Committee. He has served on NRC panels on Veterans Health in the past year.

He has a background in electrical engineering and computer sciences and received an undergraduate degree in the field from UC Berkeley before attending medical school at UC San Diego. He completed his psychiatry residency, fellowship in clinical informatics, and master's degree in biomedical informatics at Harvard University.

### **Jane Zhu, MD, MPP, MSHP**

Dr. Jane Zhu is a primary care physician and associate professor of medicine in the Division of General Internal Medicine at Oregon Health & Science University. Dr. Zhu's broad research interests relate to access to care, as well as the role of provider incentives and organization of care on health care delivery. Her research program has focused extensively on mental/behavioral health services, including 1) how mental health provider networks (the sets of providers with which managed care insurers contract to deliver services) impact access to care and clinical outcomes; 2) how to measure and monitor network adequacy; and 3) understanding levers that improve mental health workforce participation and patient access in public insurance programs. Funded by foundation grants and the National Institutes of Health, her work has been published in high-impact journals, including NEJM, JAMA, and Health Affairs; cited in government and legislative reports; and widely reported in the media. Dr. Zhu previously served as an advisor of clinical analytics and evaluation for Omada Health.

Dr. Zhu received her BS from Duke University, where she was named a Fulbright Scholar, and her MD and MPP from Harvard. She completed internal medicine residency training at the University of California, San Francisco, and completed fellowship at the University of Pennsylvania as a National Clinician Scholar.

## ***NASEM Project Staff***

### **Udara Perera, DrPHc, MPH**

Udara Perera is a senior program officer on the Board on Health Care Services at the National Academies of Sciences, Engineering, and Medicine (NASEM). She is the study director for this project on *Strategies to Improve Access to Behavioral Health Care Services through Medicare and Medicaid*. Prior to joining NASEM, she was a Director in Quality Measurement at the National Quality Forum in Washington, DC where she led the Consensus Development Process committees on cardiovascular diseases, all-cause admissions and readmissions, surgery, primary care and chronic illness, geriatrics and palliative care, and cost and efficiency. She also worked on the Measure Applications Partnership and led the Post-Acute Care/Long-Term Care Workgroup and Health Equity Advisory Group, and has worked on the development of several recommendations reports on topics that include maternal morbidity and mortality measurement, electronic health record care communication and care coordination, and attribution for critical illness and injury. Udara completed her postdoctoral research training in maternal and child health at the Harvard T.H. Chan School of Public Health. She holds an M.P.H in Global and Community Health and graduate certificate in Public Health Leadership and Management from George Mason University, and a B.S. in Biological Sciences, a B.S. in Interdisciplinary Studies: Public and Community Health, and a minor in Psychology from the University of Maryland, Baltimore County. She is completing her DrPH in Community Health and Prevention at Drexel University.

### **Marc Meisnere, MHS**

Marc Meisnere, M.H.S., is a senior program officer on the National Academies of Sciences, Engineering, and Medicine's Board on Health Care Services. He is currently the project director for the Standing Committee on Primary Care and was study director for *Achieving Whole Health: A New Approach for Veterans and the Nation* (2023) and *Implementing High-Quality Primary Care: Rebuilding the Foundation of Health Care* (2021). Since 2010, Mr. Meisnere has worked on a variety of National Academies consensus studies and other activities that have focused on mental health services for service members and veterans, suicide prevention, primary care, and clinician well-being. Before joining the National Academies, Mr. Meisnere worked on a family planning media project in northern Nigeria with the Johns Hopkins Center for Communication Programs and on a variety of international health policy issues at the Population Reference Bureau. He is a graduate of Colorado College and the Johns Hopkins Bloomberg School of Public Health.

### **Abigail Godwin, MPH**

Abigail Godwin (she/her) received her Bachelor of Science from Sam Houston State University in Public Health and more recently her Master of Public Health with a concentration in health policy and law from Boston University. While in Boston, she worked in Massachusetts State Senator John Kennan's office focusing on housing and substance use interventions. She worked on a campaign centered around increasing Medicare and Medicaid spending to enhance the state's long-term services and care with the non-profit, Mass Senior Action Council as well. She previously worked as Special Assistant to the Director of the DC office at the Brennan Center for Justice where she managed the legislative team that worked closely on the Hill. She coordinated multiple events on and off the Hill centered around voting rights, misinformation, criminal justice, and government transparency.



**Eliza Souser, BA**

Eliza Souser (she/her) is a Senior Program Assistant at the National Academies of Sciences, Engineering, and Medicine, where she specifically works within the Board on Health Care Services. Her most recent work at the Academies has included working with the Committee on Sustaining Essential Health Care Services Related to Intimate Partner Violence During Public Health Emergencies and the Committee on Strategies to Better Align Investments in Innovations for Therapeutic Development with Disease Burden and Unmet Needs. She completed her degree in History from George Mason University with a focus on Oral History, minoring in Legal Studies with a specialization in Constitutional Law.

**Joe Goodman, BS**

Joe Goodman is a Senior Program Assistant at the National Academies of Sciences, Engineering, and Medicine. Having been with the Academies since 2007, Joe has extensive experience with working on several studies and workshops. Some of his recent work at the Academies has included workshop series such as *Accelerating the Use of Findings from Patient-Centered Outcomes Research in Clinical Practice to Improve Health and Health Care*. Joe earned his Bachelor of Science in Music Education from Frostburg State University.

**Sharyl J. Nass, Ph.D.**

Dr. Nass serves as Senior Director of the Board on Health Care Services and Director of the National Cancer Policy Forum at the National Academies of Sciences, Engineering, and Medicine. To enable the best possible care for all patients, the board undertakes scholarly analysis of the organization, financing, effectiveness, workforce, and delivery of health care, with emphasis on quality, cost, and accessibility. The forum examines policy issues pertaining to the entire continuum of cancer research and care. For more than two decades, Dr. Nass has worked on a broad range of health and science policy topics that includes the quality, safety, and equity of health care and clinical trials, developing technologies for precision medicine, and strategies to support clinician well-being. She has a Ph.D. from Georgetown University and undertook postdoctoral training at the Johns Hopkins University School of Medicine, as well as a research fellowship at the Max Planck Institute in Germany. She also holds a B.S. and an M.S. from the University of Wisconsin–Madison. She has been the recipient of the Cecil Medal for Excellence in Health Policy Research, a Distinguished Service Award from the National Academies, and the Institute of Medicine staff team achievement award (as team leader).